Traffic Safety in Alberta: 2013-2015 Communications Strategy

Office of Traffic Safety

Alberta Transportation

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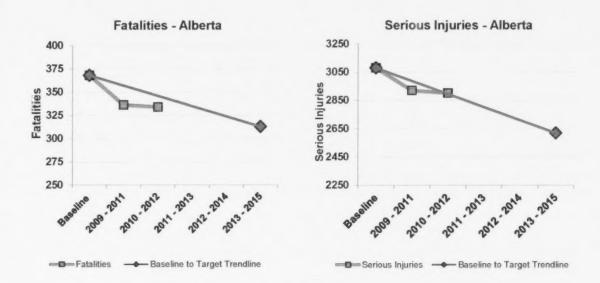
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INTRODUCTION – THE ROAD AHEAD

The Alberta Traffic Safety Plan 2015 (TSP) states that Alberta Transportation remains the only provincial jurisdiction in Canada to have established an integrated, strategic approach to traffic safety that has been approved and is supported by government. A lot has been achieved in relation to traffic safety awareness and a reduction in collisions due to the priority placed on traffic safety in Alberta.

However, as statistics indicate, there is still much work to be done in Alberta related to the reduction of fatalities and injuries on our roads. The 2015 targets outlined in the TSP are based on achieving a 15% reduction in the 2013 - 2015 three-year average of number of fatalities and serious injuries compared to the 2008 - 2010 three-year, baseline average. The *actuals* for fatalities and serious injuries are based on a three-year average, including the current year and the two years prior.



The safety gains currently being realized from traffic safety initiatives are encouraging but they are being continuously offset by increases in road use that come with economic growth and increases in population, drivers and traffic volumes. The challenge is to navigate the road ahead – to provide an enhanced approach to reducing road safety risks and to communicate that approach to Albertans in the most effective ways possible.

That new and enhanced approach to reducing fatalities and injuries on Alberta roads is a **safer system approach** much like that already adopted in countries like Sweden, the Netherlands and Australia. A safer system approach encourages a better understanding of the interaction between the key elements of the road system: road users, vehicles, roads and roadsides, and travel speeds. Exploring these interactions maximizes the potential advantage of initiatives aimed at reducing deaths and injuries by linking different road safety activities. This approach aims to create a much safer road environment in

which alert and responsible road users should not lose their lives – or be permanently disabled – as a result of a collision in the road system.

With this new direction in mind, the 2013-2015 Communications Strategy for the Alberta Traffic Safety Plan is a broad, yet comprehensive strategy to guide traffic safety communications in Alberta over the next three years. It incorporates multiple components to address the diverse and complex topics within the scope of traffic safety and is the overarching plan that lays the foundation for the numerous communications resources that have been developed and implemented by Alberta Transportation's Office of Traffic Safety (OTS) and its partners.

Provincial traffic safety challenges are addressed in the context of the national *Road Safety Strategy* 2015, the *McDermid Report*, the *Alberta Traffic Safety Plan*, the *Alberta Traffic Safety Plan Calendar* and collision data. The strategy was developed around a number of critical success factors including targets for fatality and injury reductions, consistent messaging across internal and external audiences, sound creative positioning, the right media mix and public relations supports.

Leadership and coordinated efforts are the most critical success factors. In its mid-term review of *Road Safety Vision 2010* (July 2007), the Canadian Traffic Safety Institute indicated the common traits among world leaders in traffic safety are: political leadership which promotes traffic safety; a leading road safety agency; and effective coordination and management arrangements within government.

Alberta has made significant progress on all three of these fronts, with strong support from government, stakeholders, communities, industries and municipalities. These partners will continue to be engaged in order to reinforce and extend the strength of campaigns that are supported by education and training, research, legislation, road engineering, infrastructure improvements, enforcement, new technologies and community initiatives.

Traffic safety is a complex social marketing challenge with multiple behaviours and contributing factors that come into play. New ways of communicating familiar messages are needed, as well as creative approaches to new topics which have never before been addressed in Alberta. Like any communications strategy, this three-year plan is designed to guide communications and social marketing initiatives but recognizes the need for flexibility to adapt to new directions or emerging issues.

The strategy is intended to raise awareness of traffic safety as a serious issue, educate road users on the rules of the road, encourage compliance and actively engage hard-to-reach audiences in order to reduce injuries and fatalities, and to promote long-term behaviour change related to driving.

TRAFFIC SAFETY IN ALBERTA

The Traffic Safety Challenge

To determine the best and most effective ways to communicate with Albertans about safe driving, it's important to first understand the traffic safety challenge. Alberta's most recent traffic safety statistics indicate progress is being made by traffic safety stakeholders and drivers toward making the province's roads safer. When compared to 2007, when the first Traffic Safety Plan was implemented, to 2012, fatalities have declined by nearly 25 per cent and injuries have decreased by almost 26 per cent. This is despite continued increases in population, licensed drivers, registered vehicles and traffic volumes on Alberta roads.

Implementation of the first Alberta Traffic Safety Plan (TSP) began in 2007, and the trends and numbers from 2007 to 2012 are encouraging:

- Traffic fatalities in Alberta have decreased by 24.7 per cent and traffic injuries have decreased by 25.7 per cent.
- The number of unbelted occupant fatalities decreased by 23.4 per cent and the number of unbelted occupant serious injuries dropped by 43.9 per cent.
- Fatalities in intersection-related collisions have decreased by 23.9 per cent and serious injuries by 4.1 per cent.
- The number of road users killed in crashes involving a drinking driver declined by 38.6 per cent and the number of serious injuries in those crashes dropped by 21.8 per cent.
- Fatalities in speed-related crashes have declined by 16.1 per cent, with serious injuries resulting from those collisions declining by 15.6 per cent.

The most frequently identified improper driver actions contributing to casualty collisions are still following too closely (28.3% of drivers), running off the road (14.6%) and left turns across the path of oncoming traffic (12.2%).

It's also important to note that there are a number of other statistics and factors that impact the province's traffic-related statistics.

- The population has increased by 7.7% over the last five years.
- Compared to five years ago, the number of registered vehicles on Alberta's roadways has increased by 10.5% - over a quarter of a million vehicles.
- The number of licensed drivers has increased by 8.1% over the last five years.
- Traffic volumes on provincial highways increased over 13% in the last five years.

In addition to the increases in population, registered vehicles, licensed drivers and traffic volumes, other key challenges could affect the potential for traffic safety improvements in the next decade, including:

- An aging population
- A rapidly growing amount of freight transported by road and rail
- · Growing international demand for oil

- The incorporation of new technologies
- · The need to update existing computer systems

Canada's Road Safety Strategy 2015

In Canada, responsibility for road safety is shared among various levels of government which makes collaboration and cooperation necessary when it comes to the development of road safety strategies to reduce fatalities and serious injuries on Canada's roadways.

Canada's Road Safety Strategy (RSS) 2015 is the third national road safety strategy and follows Road Safety Vision 2010. It was endorsed by The Canadian Council of Ministers Responsible for Transportation and Highway Safety in September 2010.

The RSS has a five-year timeframe (2011-2015) and retains the long-term vision that Canada will have the safest roads in the world. The core objectives of the Road Safety Vision 2010 plan will continue as objectives in the successor plan:

- raising public awareness and commitment to road safety
- · improving communication, cooperation and collaboration among all stakeholders
- enhancing enforcement
- · improving road safety information in support of research and evaluation

However, a number of key elements contribute to Road Safety Strategy 2015's uniqueness:

- Flexibility: The strategy is considerably more flexible than its predecessor.
- Holistic approach: The strategy takes a much more holistic approach to road safety.
- Targets: Hard percentage targets have not been established at the national level, progress is being measured at the national level using rate-based measures.
- Best practices: Core to the strategy is a framework of "best practice" strategies that jurisdictions may use to address key road safety areas and risk groups.
- Ownership: While CCMTA led the development of the strategy and manages it, each jurisdiction
 "owns" the strategy and is using the "best practice" framework to develop its own jurisdictional
 plans.
- Timeframe: The strategy has a shorter, five-year timeframe.

The RSS provides jurisdictions with a framework of best practices which each jurisdiction can adopt or adapt to address its specific road safety challenges. Some of the best practices have been proven effective and for others, measured effectiveness is not yet available. With the RSS, jurisdictions have the responsibility for their respective plans and also have the option of developing their own quantitative targets for specific casualty reductions during the five-year timeframe.

The new strategy uses a matrix that outlines the key target groups and contributing factors that need to be addressed to improve road safety in Canada. The integration of these factors is key to its success. Initiatives in the framework have been proven effective in Canada or other OECD countries and as such, are deemed to be "best practices" in reducing or preventing fatalities and injuries.

In Alberta, the following matrix will be used:

		Major contrib	outing factors	
Target groups	Occupant protection	Impaired driving (alcohol, drugs, fatigue, distraction)	Speed & aggressive driving	Infrastructure (roads & vehicles)
Young drivers				
Medically-at-risk drivers		Proven N	ational and	
Vulnerable road users		Internati	onal Traffic Strategies	
Motor carriers				
High-risk drivers				
General population				

Source: Canada's Road Safety Strategy 2015, Canadian Council of Motor Transport Administration, 2011

For each target group and contributing factor, there may be more than one intervention or strategy. These strategies can address users, infrastructure or vehicles, or some combination of these factors. A range of strategies is recommended to address road safety issues. These strategies are in keeping with the objective of broadening the successor to RSV 2010 to incorporate safer systems concepts.

Strategies include:

- Education/training
- · Communication and awareness
- Enforcement
- Information (data) for research
- Policy/Legislation/Regulation/Sanctions
- Community initiatives
- Linkages

Based on these strategies, the focus of the RSS and provincial collision data, the following priorities have been identified for Alberta:

- · Increasing the use of occupant restraints
- · Implementing an effective speed management program
- Deterring and sanctioning impaired drivers
- Improving road infrastructure (safer vehicles, safer roads)

- Increasing young drivers/riders safety
- Increasing vulnerable road users safety
- Motor carrier safety
- Increasing driver safety including, medically at risk drivers, high-risk/non-compliant drivers, aging drivers and new Canadian drivers.

In addition to these, several areas of concern have also been identified, addressing collisions involving:

- Young drivers/riders
- Vulnerable road users (motorcyclists, bicyclists, pedestrians, off-highway vehicle/ATV users)
- Motor carriers
- Medically-at-risk drivers
- · High-risk, non-compliant drivers

Alberta Traffic Safety Plan 2015

The province's first Traffic Safety Plan was introduced in 2007. *Alberta's Traffic Safety Plan: Saving Lives on Alberta's Roads* was developed in response to an independent review of government's traffic safety programs and was the first strategy of its kind in Canada.

Adoption of the plan represented a major commitment by the Alberta government to tackle the causes of collisions in the province. The Province worked collaboratively with law enforcement and other traffic safety partners to implement the plan using a combination of core strategies based on those from Canada's Road Safety Strategy 2015:

- Education/training
- Communication and awareness
- Enforcement
- · Information (data) for research
- Policy/Legislation/Regulation/Sanctions
- Community initiatives
- Linkages

The three-year Alberta Traffic Safety Action Plan was also developed to ensure that the specific activities of the Traffic Safety Plan were implemented in a manageable time frame. Good progress was made during the period of the first action plan (2007-2010), not only in terms of reductions in traffic collisions and resulting casualties, but in the development of new approaches such as the Community Mobilization Strategy, the School Bus Safety Initiative, the establishment of the expanded and coordinated enforcement capacity, and coordinated communication and education strategies.

Building on this success, the Alberta government is now embarking on a successor plan which will lead to even further reductions. Alberta's new approach to road safety improvement is guided by the safer system framework, which involves two fundamental objectives: making the road transport system more forgiving of human error and minimizing the level of unsafe road user behaviour.

The key to the success of the safer system framework is the combination of strategies deployed and how they work together including legislation, engineering, enforcement and community mobilization.

Consistent with these objectives, the *Traffic Safety Plan 2015* highlights measures with potential to significantly reduce traffic collisions and resulting injuries over the next few years and to lay the foundation for longer term gains. This strategic traffic safety plan for Alberta will be supplemented by annual operating plans that will provide the detailed actions that will be taken to reach the targets established.

The TSP calls for a continuous reduction in fatalities and serious injuries to 2015. Key traffic safety issues for which it is anticipated that casualty reductions will be greatest include: young drivers, medically-atrisk drivers, vulnerable road users, high risk drivers and the general driving population.

The major contributing factors for each of these target groups are occupant protection, impaired driving (alcohol drugs, fatigue, and distraction), speed/aggressive driving and infrastructure for roads/vehicles. Strategies that will be deployed to address these traffic safety issues include: education/training, communication and awareness, enforcement, information (data) for research, policy/legislation/regulation, technologies, road engineering/infrastructure and linkages.

Community Mobilization Strategy

A key component of the TSP is the community mobilization strategy that is the focus of the Regional Traffic Safety Consultants (RTSCs) located across Alberta who work together to communicate traffic safety messages in Alberta communities.

Community mobilization is aimed at carrying out activities that contribute to the priorities of the Alberta TSP and gaining recognition within communities of the importance of traffic safety.

Since the community mobilization strategy and the RTSC positions were created in April 2008, extensive work has been done on developing communications strategies and tools for RTSCs to use in their regions to deliver traffic safety messages. Much success has been achieved in getting traffic safety messages out to communities across Alberta. New tools and methods of reaching as broad an audience as possible continue to be developed and implemented, particularly in remote areas that don't have access to traditional media and resources available in more populated communities or those closer to large centres.

Aboriginal Traffic Safety Strategy

In December 2008 and February 2009, Elders, Traffic Safety Consultants working in Aboriginal communities, traffic safety subject matter experts and related stakeholders gathered to develop a plan to address traffic safety issues in Aboriginal communities.

The result was the *Aboriginal Traffic Safety Strategy*, a first in Canada. As part of the Alberta TSP, the *Aboriginal Traffic Safety Strategy* supports the intent to engage individuals, communities, municipalities, and industry and stakeholder organizations as partners.

The strategy is a key component of the Office of Traffic Safety's Community Mobilization Strategy and provides an important framework for Regional Traffic Safety Consultants to maximize their impact in Aboriginal communities.

The strategy also encourages sustainable, community-led initiatives to meet provincial targets, strengthens community action, educates community residents and road users, and supports existing relationships. The identification of occupant restraints and impaired driving as the two primary priorities for action allows for improved coordination across the province and provides clear direction and focus.

The Office of Traffic Safety and regional consultants hold regular meetings with representatives from Urban Aboriginal Coalitions, Métis Nation, Métis Settlements, First Nations, and the Alberta Ministry of Aboriginal Relations.

Alberta Traffic Safety Plan Calendar

Each year, the subject matter expert group on enforcement develops a Traffic Safety Plan Calendar that focuses on specific traffic safety topics each month. The calendar is updated annually and shared with stakeholders across the province. It can be found at http://www.transportation.alberta.ca/3112.htm

Where possible and appropriate, the social marketing program will support the Traffic Safety Plan Calendar. However, there may be long-standing initiatives that will be continued or new ones introduced. The overall program will also allow for flexibility to account for emerging issues.

COMMUNICATIONS STRATEGY - Traffic Safety Plan 2015

Maintaining and implementing a long-term, comprehensive, strategic communications plan is key to the success of the Traffic Safety Plan. Strategies need to assist in changing behaviour over the long term, be flexible and also support all programs and objectives set out by the overarching TSP. This communications strategy will guide the annual Communications Action Plan, which details the social marketing campaigns, as well as other communications documents such as the Communications Resource Tool Kit and the Community Mobilization Strategy.

Social Marketing

"While enforcement appears to be the most effective way to curb speeding in the immediate term, to a significant group of drivers, social marketing represents the best hope for a cultural change that would see speeding, and other dangerous behaviours, become socially unacceptable and as a result, relatively rare."

Driver Attitude to Speeding and Speed Management: A Quantitative and Qualitative Study – Final Report EKOS Research Associates Inc. (2007)

Successful efforts to tackle social issues such as traffic safety often include a significant component of social marketing. Philip Kotler and Gerald Zaltman first conceptualized social marketing in the early 1970s when they theorized that the same marketing principles used to sell products to consumers could be used to 'sell' ideas, attitudes and behaviors. Kotler and Zaltman define social marketing as "the design, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research". ¹

Social marketing is a pivotal element in successfully addressing traffic safety issues in Alberta. It helps ensure messages consistently reach large numbers of Albertans and have an impact on the number of deaths and injuries in the province.

Social marketing is often aimed at the "denormalization" of certain behaviours. For example, as people begin to see that dangerous behaviours such as speeding, impaired driving and not wearing seat belts are less socially acceptable, the behaviours can start to decrease in prevalence.

In recent years in Alberta, social marketing has tackled attitudes toward seat belts, especially in rural Alberta where there has traditionally been more resistance. Even though penalties are fine-based and do not yet result in demerit points, compliance in rural Alberta has increased from 86% in 2006 to 90% in 2009. Social marketing played a significant role in this change, along with community involvement.

¹Journal of Marketing, *Social Marketing: An Approach to Planned Social Change*, Philip Kotler and Gerald Zaltman, Vol. 35, July 1971, pp. 3-12.

Communications Objectives

The objectives in communicating road safety priorities are all based on educating Albertans on and increasing their awareness of traffic safety issues and to change driver attitudes and behaviours over the long term, ultimately reducing traffic casualties.

Goals of the TSP Communications Strategy

- ✓ To contribute to the prevention of road user fatalities and major injuries, and a reduction in the number of collisions.
- ✓ To raise awareness that traffic safety is a serious issue in Alberta.
- √ To educate/re-educate road users on safe driving basics and habits.
- √ To encourage compliance with 'rules of the road'.
- ✓ To help non-compliant road users to understand the benefits of compliance.
- ✓ To develop and reinforce positive driver attitudes.
- ✓ To engage hard-to-reach audiences such as Aboriginal communities, vulnerable road users and high-risk drivers.
- ✓ To continue to engage research resources to track and monitor awareness and attitude levels for evidence-based, future efforts.

These marketing goals support TSP Action Plan targets as well as *Road Safety Strategy 2015* national targets.

While some communications objectives apply to all traffic safety issues/programs, each have specific needs and messages that need to be communicated. These objectives are outlined in the Communications Tactics section.

SWOT Analysis

Strengths

The first phase of the TSP (2007-2010) demonstrated progress in achieving reductions in fatalities and serious injuries. There have been successful traffic safety reduction strategies that have been implemented in other parts of the world, specifically New Zealand, Australia, and Sweden. Successes in these other countries continue to be monitored for best practices that can be considered for Alberta.

Weaknesses

Changing driver attitude and behaviour is a difficult and complex task. There is a multitude of contributing factors in traffic collisions. Drivers/road users have a tendency to not recognize their own driving or road user behaviours and attitudes. Research studies have shown that most drivers think that they are good drivers. They tend to blame "other drivers" for traffic safety issues or inappropriate choices. Developing strategies to address this issue and the personal accountability required by drivers is complex.

Opportunities

Traffic safety is a priority for the Alberta government. The TSP will continue to be implemented through a cross-ministry initiative as it supports the provincial government's strategic objectives. Leadership and coordination is currently being provided by the Office of Traffic Safety and the participation of over 35 stakeholder and partner groups. Communications activities are discussed by the TSP communications subject matter expert group.

Ultimately, long-term, continuous strategies will provide long-term behaviour change in road users.

Threats

The public needs to be re-educated that traffic casualties are preventable. Sustainable budgeting to support coordinated actions will be required if Alberta is to achieve lasting, positive changes in driver attitude and behaviour.

Target Audiences

While all Albertans are affected by traffic safety issues, the target audiences and key influencers change according to the different road safety priorities and regional patterns. This impacts the weighting of social marketing campaigns. Each program has unique informational and/or behavioural change objectives that target specific audience groups and influencers.

Audience segmentation and a detailed analysis of each audience profile is critical to ensuring advertising and media strategies are connecting effectively and emotively with the target audience, and promoting self-reflection, personal accountability and long-term change in behaviour.

The OTS Communications Action Plan, which is developed annually, details each road safety priority, the target audiences, proposed tactics, timing and evaluation. Some audiences are more general in nature and all traffic safety campaigns are meant to reach them. They include:

- Motoring public
- Road users
- Alberta communities
- Alberta Aboriginal communities
- Alberta traffic safety stakeholders/partners
- · Traffic safety organizations in other jurisdictions

Key Messages

Overall messaging is aimed at informing Albertans about the role they can play in road safety and preventing motor vehicle collisions. The OTS and its partners work on building safer roads, enforcing traffic laws, enhancing vehicle systems and getting communities across Alberta to be aware and involved in traffic safety strategies.

Traffic safety key messages must have consistency, hit emotional chords and take into account the difference between behaviours and attitudes.

Key messages for each road safety priority can be found in the following section.

Communications Tactics (by Road Safety Priority)

Successful social marketing needs to reach its audiences in different ways with many different methods.

Traffic safety social marketing campaign elements include:

- mass media advertising web advertising, social media tools (Facebook, Twitter), radio, television, outdoor billboards, print
- non-traditional elements viral and guerilla tactics
- collateral marketing materials print & web
- public relations
- media relations
- · community relations
- stakeholder relations
- research as identified in the TSP2015

The matrix outlined in the section on *Canada's Road Safety Strategy 2015* provides the basis for the road safety priorities set by Alberta Transportation for 2015. Following is an overview of the situation, communications objectives, target audiences and key messages for each priority. Specific details on the strategy/approach, communications tactics, timing and evaluation for each component can be found in the annual Communications Action Plan developed by the OTS. The template for the action plan can be found in Appendix 3.

1. OCCUPANT RESTRAINTS

Situation: According to Alberta Transportation, in 2011, 95.1% of Albertans in rural and urban areas were using occupant restraints. However, there continues to be a contingency of drivers that either avoid compliance altogether or are inconsistent in their use of restraints.

One of the most effective measures to protect occupants from injury in the event of a collision is the use of seat belts and child safety seats. Through the Alberta Occupant Restraint Program (AORP), provincial initiatives have so far focused on enforcement and awareness. The primary goal for AORP is to work toward a reduction in the number of fatalities and injuries associated with non-compliant occupant restraint use.

Communications Objectives	 Encourage compliance of occupant restraints. Promote the safety benefits of occupant restraint use.
Target Audience(s)	Seatbelts Primary: Alberta road users, 18+, consistent & inconsistent seat belt users; Passengers 16+

	 Secondary: young drivers 16+ and non-compliant seat belt users Booster Seats Primary: Alberta parents 25-49 w/ children aged 3-8 years; female skew Secondary: grandparents 55+ of children aged 3-8 years
Key Messages	 What's holding you back? Protect yourself, family and friends from unexpected hazards you encounter on the road. Seatbelts are the single most, cost effective life-saving device we have to protect us in a motor vehicle collision. Seatbelts can improve your chances of surviving a serious or fatal crash by 50 per cent. Buckle everyone up, for every ride. Unbelted passengers become deadly missiles to others in the vehicle. Child safety seats are required by law. Drivers are responsible to ensure all passengers under 16 years of age are properly buckled in. Without a booster seat, a child is 3 1/2 times more likely to suffer a significant injury. Children under the age of 12 are safest in the back seat.

2. SPEED

Situation: The issue of speeding includes not only driving at speeds beyond posted legal limits on all roads, but also driving too fast for the prevailing weather, road and traffic conditions. Provincial initiatives thus far have been focused on enforcement, awareness and education.

Speed is a concern that crosses urban and rural regions, although there are regional disparities. Even "pragmatic speeders" are a danger on Alberta's roads. Pragmatic speeding is a common practice among individuals who consider themselves sensible drivers. They believe they are 'in control' and have 'practical reasons' for speeding.

Communications	To raise awareness of the effects of speed on driving ability.
Objectives	To encourage drivers to reflect on their own driving behaviour.
	To promote speed limit compliance.
	To encourage personal accountability and responsibility on the part of drivers.
Target	Primary: "Pragmatic Speeders", 18-44, males/females
Audience(s)	Secondary: "Pragmatic Speeders", 45+, males/females
	 Tertiary: Young and new drivers under 35, male skew (note: young drivers are targeted in the Young Drivers program component)
Key Messages	Speed limits save lives every day – maybe today it's yours.
	The faster you go, the longer it takes to stop. The faster you drive, the harder you hit.
	By the time you realize you're going too fast, it may be too late.
	Speeding saves little time.

3. IMPAIRED DRIVING

Situation: The focus of "impairment" has broadened in the past few years from drinking and driving to include other impairments through drugs and driving, driver distraction and driver fatigue.

3.1 Drinking and Driving

The issue of drinking and driving continues to be a major contributing factor to traffic collisions, despite years of education, raising awareness and enforcement. Current discussion at the national level regarding changes to the Criminal Code, such as allowing random breath testing by enforcement, may assist in providing a new approach to drinking and driving.

Alberta's new impaired driving legislation is now in place. The new law affects repeat offenders the most and focuses on changing behaviours through mandatory courses, ignition interlock and vehicle seizures.

3.2 Drugs and Driving

Drugs and driving is an emerging issue, and the focus has been on the general driving public and motor carriers. Provincial initiatives have focused on enforcement and legislation. Additional research is required to determine the scope and detail of the problem in Alberta. In Canada, studies indicate that drugs, either alone or in combination with alcohol, are found in over 30 per cent of fatally injured drivers.² Recent changes in federal legislation give police new ways to deal with drivers suspected of being under the influence of drugs.

3.3 Impaired Driving by Distraction

The issue of impaired driving by distraction continues to gain prevalence. Alberta's new distracted driving law came into effect on September 1, 2011 and complements the existing legislation related to 'driving without due care and attention'. International good practice in this area is still under development as researchers continue to look for effective solutions. However, experts agree that reducing distracted driving will require multiple integrated strategies.

3.4 Impaired Driving by Fatigue

Impaired driving by fatigue is an emerging issue, and the focus has been on the general driving public and motor carriers. Managing the issue of driving while impaired by fatigue is a challenge because it's hard to measure and detect. Provincial initiatives are focused primarily on awareness raising and working with industry to provide information on this issue. Far more progress has been made toward managing the role of fatigue as it relates to motor carriers.

²Canadian Centre on Substance Abuse, A Comparison of Drug and Alcohol-Involved Motor Vehicle Driver Fatalities, Erin E. Beasley, Douglas J. Beirness & Amy J. Porath-Waller, Ottawa ON, March 18, 2011, p. 1.

Communications Objectives	 To contribute to a reduction in the number of collisions caused by impaired driving.
	 To raise awareness/reinforce the penalties/consequences associated with impaired driving.
	 To raise awareness that distractions, drugs and fatigue are all considered forms of impairment and are just as dangerous as drunk driving.
	 To encourage Albertans to plan for safe transportation home prior to consuming alcohol, using drugs or while fatigued.
Target	Primary: 18-29, adult drivers, heavy male skew
Audience(s)	Secondary: 30-55+ drivers, male skew
	Tertiary: passengers as influencers
Key Messages	Drinking/Drugs and Driving:
	 Impaired driving is a crime and it will be treated as such. Alberta is getting tough on impaired drivers. You will be caught!
	 Driving while impaired by drugs and refusing to comply with a demand for physical sobriety tests or to provide bodily fluid samples is a criminal offense. You do not have to be legally drunk to be charged with impaired driving.
	 Drivers who choose to drive impaired face not only the possibility of killing themselves, their friends or someone else, but also very serious legal, financial, social and other consequences.
	 Make the right choice for everyone – don't drive if you have been drinking or using drugs.
	 Plan ahead for safe transportation. There are alternatives to impaired driving.
	If you encounter a suspected impaired driver, record the vehicle license plate number and dial 911 anywhere in the province.
	You have a lot to lose: your freedom, job, dignity, even your life. Impaired Driving by Distraction:
	 It only takes a second for a collision to occur.
	 Keep your eyes on the road and hands on the wheel – keep your focus where it should be.
	Multi-tasking while driving could prove to be a fatal error in judgement.
	Distracted driving impairs your driving ability. Impaired Driving by Fatigue:
	 Pull over when feeling tired - it could save your life or someone else's.
	Be alert to the actions of oncoming drivers and other drivers at intersections.
	Fatigue may cause you to make a wrong decision or take too long to make the right decision.
	 Driving while fatigued decreases awareness and impairs judgment in a way similar to alcohol or drugs.

4. INFRASTRUCTURE - ROADS/ENVIRONMENT

Situation: A "safer system" challenges system designers to achieve a balance among the three key factors on the physical road network – the road and roadside safety, the travel speed as influenced by speed limits, and the primary and secondary safety features of vehicles - in order to achieve safe conditions which result in non-fatal collision outcomes.

The Engineering Services and Regional Services divisions of Alberta Transportation are responsible for the planning, programming and delivery of provincial highway construction and rehabilitation projects. The divisions' ongoing activities related to Alberta's road network will be communicated to the public by the division or occasionally through the OTS as they relate to traffic safety.

4.1 Intersections

Collisions occur at intersections because motor vehicles are in conflict with each other when crossing or turning in traffic or when following too close, due to poor decisions made by drivers at these locations.

Improving the engineering of intersections is one step toward reducing collisions because vehicle conflicts – combined with less than optimal highway/street design or signage – often result in collisions of vehicles with roadside objects, pedestrians and other vehicles. Replacing intersections with modern roundabouts is recognized as one effective tool for reducing the severity of collisions at intersections.

Communications Objectives	 To raise awareness of unsafe driving behaviours at intersections in both urban and rural locations. To raise awareness of the dangers associated with intersections.
Target Audience(s)	 Primary: urban Alberta drivers, aged 18-44, gender neutral Secondary: rural Alberta drivers, aged 18-44, gender neutral Markets: all
Key Messages	 For Drivers: Intersections can be dangerous – pay close attention to your driving and that of others. Watch out for other drivers and pedestrians. Always look before proceeding through intersections regardless of the traffic light colour. Be prepared for the unexpected and share the road safely. Do not: Run red lights. Roll through a stop sign. Speed through intersections. Follow too closely. Make unsafe left-hand turns. Rely on having the right of way. For Pedestrians: POINT, PAUSE and PROCEED. Be alert at intersections and always look out

for possible dangers when crossing the street.

- Make eye contact with drivers before you cross the street.
- · Abide by traffic signs and signals. They are in place to protect your safety.

4.2 Rural Roads

According to the *Alberta Traffic Collision Statistics 2012*, fatal collisions were more frequent in rural regions over urban areas. There were 26,015 collisions reported in rural areas. Of those, 206 were fatal.

In contrast there were 110,580 collisions in urban areas with 101 of those being fatal. Low compliance with occupant restraint usage, speed management, aggressive road use, impaired driving and fewer enforcement resources can all be attributed to collisions in rural areas.

Communications Objectives	To raise awareness of risk factors in rural regions.
	To reinforce collision and enforcement implications for
	irresponsible/complacent driving practices.
	 To reinforce the consequences associated with non-compliance on specific issues:
	-Impaired driving
	-Occupant restraints
	-Speed management
Target Audiences	Primary: rural Albertans; young adult drivers 18+, skew male and
	experienced drivers who are complacent
	Secondary: passengers who may act as influencers
	Markets: small urban and rural
Key Messages	See key messages on speed, impaired driving and occupant restraints, focusing on personal and emotional impacts of non-compliance. Stop signs at intersections
	should also be integrated into rural key messages.

5. INFRASTRUCTURE - VEHICLES

Situation: Alberta Transportation manages the issuance of commercial, salvage and out-of-province vehicle inspection certificates; the delivery of inspection facility audits; and an extensive, multi-faceted investigation program to monitor compliance by the licensed facilities and technicians registered in the inspection program.

The department aims to create a balanced licensing and monitoring process, ensuring that Alberta has the appropriate vehicle standards and legislation to address new and emerging vehicles, ultimately preventing the number of unsafe vehicles on the roads.

Communications	 To raise awareness about purchasing vehicles with additional safety
Objectives	equipment.
	 To educate drivers about the sanctions for violations (driving unsafe

	vehicles).
Target Audiences	All vehicle owners
Key Messages	A safe vehicle is the driver's responsibility.
	 Make sure you know what you are getting when purchasing a new vehicle.

6. YOUNG DRIVERS/RIDERS

Situation: Between 2008 and 2012, 216 young drivers (14 - 24 years of age) were killed and 13,116 were injured in collisions. Although young drivers represent only a small percentage of the Province's licensed drivers, they have the highest casualty collision rates.

Many factors contribute to a high collision rate among teenagers. Both male and female drivers exhibit similar poor behaviours when driving including driving impaired, running red lights, talking on cell phones, text messaging, speeding, tailgating and risk taking.

There is also a common misconception among teens that drug impairment is less serious than alcohol impairment. In some urban parts of the country, young people are more likely to "toke and drive" than they are to drink and drive.³

Alberta implemented the Graduate Driver Licensing (GDL) program in May 2003 to help combat some of the challenges associated with young drivers and riders, as listed above. The GDL program is designed to improve road safety by creating a low-risk, controlled environment with the goal of reducing injuries and deaths.

The GDL Program assists new and young drivers gain driving experience while helping them cope with the risks involved. Enhancements are being considered to Alberta's GDL Program related to curfews, passenger restrictions and demerit thresholds.

Communications Objectives	 Increase awareness of the responsibility associated with driving. Promote increased awareness of the definition and dangers of impaired driving, whether related to drugs, alcohol, or fatigue, along with speed and seat belts. Educate/re-educate young drivers/riders of safe road user basics.
Target Audiences	 Primary: young road users, 16-24 male skew; teen road users 16-19, male skew & teen GDL drivers/learners 14+ Secondary: influencers (friends/peers) of teen drivers who can impact positive decision making (16-24) and parents 35-60 years; teachers & educators
Key Messages	 Motor vehicle collisions are the leading cause of death and injury among Alberta's youth.

³ Canadian Centre on Substance Abuse, *Drugs and Driving FAQs*, Ottawa ON, 2005.

Parents and guardians can set rules for young drivers to reinforce good driving behaviour.
Young drivers need to take responsibility for their own actions on the road.
You've got a lot to lose. Drive responsibly.
You can lose your license. Insurance costs will increase. You will wreck or lose your car.
You will have to live with the guilt for the rest of your life.
A criminal record is forever.
Live to see your graduation – do not drive drunk or high.

7. VULNERABLE ROAD USERS

Situation: Collectively, vulnerable road users (pedestrians, motorcyclists and cyclists) continue to be involved in many traffic fatalities and serious injuries. These include several high-risk pedestrian groups – elderly, youth and impaired.

The accommodation of vulnerable road users is an increasingly key activity in many municipalities as they move to active and sustainable transportation, encouraging residents to walk and bike more frequently.

7.1 Motorcycles

From 2008 to 2012, there were 3,581 motorcycles involved in casualty collisions. These collisions resulted in 155 deaths and 3,703 injuries.

Communications Objectives	 Raise awareness among drivers and motorcyclists of best practices when sharing the roads. Raise awareness among motorcyclists of the rider protection law that requires a certified helmet be worn at all times and of the consequences of impaired riding.
Target Audience(s)	 Primary: Alberta drivers 18+ Secondary: Motorcyclists 16+, skew male w/ varying levels of education on safety and compliance requirements
Key Messages	 Stay out of blind spots! Make sure other drivers see you. Be alert at intersections. Make eye contact with other drivers/riders before making your move. Protect yourself with the right gear and an approved motorcycle helmet. When it comes to other drivers, your speed can be easily misjudged. Ride defensively and make every effort to enhance your visibility. Be aware of what is going on behind you to avoid deadly rear end collisions. Showing off and speeding do not pay off. Sharing the road is one of the keys to having other road users respect you as a motorcyclist. For drivers of other vehicles:

- Share the road look twice for motorcyclists at intersections or when changing lanes.
- Never underestimate the speed of a motorcycle. Their size makes their speed deceptive.

7.2 Bicycles

According to the *Alberta Traffic Collision Statistics 2012*, there were 519 casualty collisions involving bicycles. Compared to operators of all vehicles in casualty collisions, bicyclists were more likely to fail to yield the right of way at an uncontrolled intersection or to disobey a traffic signal.

Communications Objectives	 Raise awareness among drivers and bicyclists of best practices when sharing the roads. Raise awareness among bicyclists of rider protection requirements, including helmet use, and of mandatory legislation requiring all cyclists under 18 to wear a helmet.
Target Audiences	 Primary: Alberta drivers 18+ Secondary: Bicyclists 16+ with varying levels of education on safety and compliance requirements
Key Messages	 For bicyclists: Take a second look. You are sharing the road. Stay out of blind spots! Make sure other drivers see you. Be alert at intersections. Make eye contact with other drivers/riders before making your move. Protect yourself with an approved bicycle helmet. Ride defensively and make every effort to enhance your visibility. Sharing the road is one of the keys to having other road users respect you as a cyclist.

7.3 Pedestrians

From 2008 to 2012, on average each year in Alberta, almost 40 pedestrians were killed and almost 1,180 were injured. Alcohol is often a factor in serious pedestrian collisions. An average of over 45% of pedestrians in fatal crashes and 13% in injury crashes had consumed alcohol prior to the collision.

Communications Objectives	 Raise awareness of the need to "share the road" with other users, intersection safety precautions, pedestrian and driver accountability and collision prime time (rush hour). Promote pedestrian responsibility and safety tips with a focus on all pedestrians.
Target Audiences	 Primary: Alberta drivers 18+; 18-29 heavy male skew (dangers of walking impaired)

	 Secondary: pedestrians skew 20-24 years as well as elderly 65+ and young children; 30-55, male skew (dangers of walking impaired)
Key Messages	Make eye contact to see and be seen.
	For drivers:
	 Always be prepared to slow down or stop, looking ahead and abiding by speed limits.
	 Use caution when approaching intersections and crosswalks. You will be fined \$575 and given four demerits when you fail to yield to a pedestrian.
	For pedestrians:
	 Abide by traffic signs and signals. They are in place to protect your safety.
	 Understand and practice crosswalk and intersection safety:
	 -For crosswalks without traffic lights, stop and use arm signals to let drivers know you wish to cross the road.
	 -Avoid crossing unless you are at corners or crosswalks, preferably with traffic lights.
	 Ensure you are visible to other road users by wearing bright, light coloured clothing or reflective strips.
	 Seek assistance and alternative transport if you are impaired.

7.4 Off-Highway Vehicles/All--Terrain Vehicles

The off-highway vehicle (OHV) category includes motor vehicles designed for off-highway travel such as quads, trikes, motocross bikes, snowmobiles, amphibious vehicles and off-road go-carts.

There were six fatalities and 130 injuries reported in 2012, based on two, three, four wheel and other recreational vehicles.

Communications	 Promote best practices for new and experienced OHV & ATV riders.
Objectives	 Raise awareness of: the importance of wearing helmets; applicable legislation; respect for other riders, private property and wildlife; prevention and consequences of impaired driving; the fact that young children don't have the strength, skills or judgement to operate OHVs or ATVs
Target Audiences	Primary: adult Albertans 18+
	 Secondary: young riders 12-17+, skew male, on and off-road riders with varying levels of education on safety and compliance requirements Primary market: rural
	Secondary markets: urban city & small urban
Key Messages	 Protect yourself. Wear protective gear including an approved helmet. Doubling up on a single seated OHV impairs your riding and is dangerous. There are rules by which to play that could save you your life and save you money: Stay off the road. Pay attention.
	-Be aware of people around youDrinking and riding don't mix.

- -If you have a collision, deal with it responsibly and report it immediately.
- -When required by law, get registered and insured.
- -Be prepared for seasonal off-road conditions.

8. MOTOR CARRIERS

Situation: The safety of motor carriers and other drivers with whom they share the road is dependent on a number of factors, including regular maintenance and inspection. Motor carriers are responsible and accountable for the safety and maintenance of their equipment.

To maintain and enhance the safety of commercial vehicles travelling on Alberta highways, the Government of Alberta has developed the mandatory Alberta Commercial Vehicle Inspection Program (CVIP).

From 2008 to 2012, there were 2,415 large trucks involved in casualty collisions in Alberta. There were 230 people killed and 2,914 people injured in these collisions. The deaths include 34 truck drivers, 12 of whom were killed in single vehicle rollovers.

Communications Objectives	 Increase awareness among road users of safety issues around commercial vehicles.
	 Re-educate commercial vehicle drivers about driving safety requirements and potential risks, such as driving impaired/fatigued.
Target Audiences	 Primary: Alberta drivers of passenger vehicles/road users, 18+; Alberta commercial vehicle drivers
	 Secondary: industry partners (AB Truck Safety Association)
Key Messages	For drivers of passenger vehicles:
	 Stay out of blind spots! Stay far enough behind big trucks so that you can see both side mirrors on the truck. If you can't see the truck driver, he can't see you either!
	Never cut in front of commercial vehicles.
	 Allow yourself extra time to pass a big rig.
	 Signal well in advance when planning to turn or change lanes.
	 If you are driving beside a truck, watch for turn signals as trucks require a wide turning radius.
	For drivers of commercial vehicles:
	 Pull over when feeling tired – it could save your life or someone else's.
	 Be alert to the actions of oncoming drivers and other drivers at intersections.
	 Complete proper pre- and post-trip inspections to ensure your vehicle is in good operating condition.
	 Ensure your vehicle is within the allowed weight limit to prevent damage to the infrastructure.
	 Signal well in advance when planning to turn or change lanes.

8.1 SCHOOL BUSES

School buses in Alberta transport over 300,000 students twice a day. The greatest danger to passengers is during loading and unloading procedures.

In 2012, 44 school buses were involved in casualty collisions. None of those collisions resulted in a fatality. The greatest incidence of collisions involving school buses result from other vehicles running into the back of the bus or striking children as they cross the road either heading for, or, exiting the bus.

Communications Objectives	 To increase traffic safety knowledge for young students. To promote awareness of school bus safety/rules and ensure the safety of children. To inform drivers of safety measures when sharing the road with school buses.
Target Audience	Primary: Alberta drivers of passenger vehicles, 16-65 years old
Key Messages	 Flashing red means stop – no matter which direction you are coming from. The penalty for passing a bus with flashing red lights is \$402 and six demerit points. Always watch for children crossing roads. Prepare to slow down and stop. Alternating flashing yellow or amber lights means a bus is slowing down to stop. Do the same.

9. HIGH-RISK AND MEDICALLY UNFIT DRIVERS

Situation: 'High-risk and medically unfit drivers' is a diverse category that includes high-risk and non-compliant drivers, as well as those who are medically at risk.

Each of these groups needs to be addressed individually. The current efforts are towards enhancing the monitoring of high-risk drivers in the areas of *ability* and *compliance*.

Communications	High-risk drivers:				
Objectives	 To raise awareness of potential consequences for the high-risk driver category. Promote the implications of enforcement and legislation. Medically-at-risk drivers: 				
	 To raise awareness of medical issues that can impact safe driving. Promote the process of anonymously reporting at-risk individuals. Promote programs and services as they are developed. 				
Target Audiences	Primary: adult drivers 16-44, skew male, who have a tendency to drive heavily impaired or are otherwise at risk to themselves or others, and this behaviour occurs on a repeat basis Secondary: influencers of high-risk drivers; friends 16-25 who may have a				

	more effective impact in given scenarios as well as parents of young drivers 35+ who can educate their teens/tweens on safe driving basics Medically-at-risk drivers: Primary: medically unfit drivers 16-65 who understand the impact of their condition on driving but are not emotionally prepared to take preventative action or are not aware/knowledgeable of a possible medical challenge that could negatively impact their driving Secondary: influencers of medically unfit drivers 16-55, including friends, family members, physicians and other health professionals		
Key Messages	 High-risk: Ask yourself if you are a road hazard. Consequences are severe. Your license is the first loss. Your life could be the second. You will get caught. 		
	 Medically-at-risk: There are many positive ways to maintain your lifestyle when you do not drive or restrict your driving. If you or someone you know has a medical condition that puts their driving at risk, there are options. Together we're responsible for safer roads. 		

10. AGING DRIVERS

Situation: From 2010 to 2012, drivers aged 65 and over accounted for 11.3% of licensed drivers in Alberta and 10.6% of drivers involved in fatal collisions, but represented 15.0% of fatally injured drivers.

Total driver casualties reported in 2012 for drivers 55-64 years of age included 20 deaths and 1,249 injuries. For drivers over 65 years of age, there were 31 deaths and 853 injuries. Urban and rural driver environments are very different and the impact on an aging driver can be distinctive.

Research on the extent of aging effects on driving ability in Alberta is ongoing and best practices from around the world are also being looked at for designing Alberta's aging driver road safety awareness and education programs.

Communications Objectives	 Raise awareness of medical issues and conditions that can affect safe driving. As they are developed, promote programs and services to support the aging driver population. 			
Target Audiences	 Primary: influencers of aging drivers in Alberta, mainly 35+, including fammembers, doctors, pharmacists, optometrists and other medical professionals 			
	Secondary: aging drivers, 65+ in Alberta			
	 Markets: all (with special consideration given to rural areas, as there are fewer transportation options for the elderly) 			
Key Messages	Influencers:			

- Together we share the responsibility to keep our aging drivers safe.
- If someone you know is under certain limitations, help them in the right direction.
- If you are unsure of how to approach someone you know who is an aging driver, we can help with suggestions and tips.
- People can report drivers anonymously to Alberta Transportation.

Aging Drivers:

 There are many positive ways to maintain your lifestyle without driving or with more limited driving.

11. STREET SAFE YOUTH EDUCATION PROGRAM

Situation: The Street Safe Youth Education Program teaches children from kindergarten to grade six about traffic safety. The application of the concept of life-long learning, as it relates to traffic safety in the province, complements components of the school curriculum.

Communications Objectives	 To engage children and educators on the topic of traffic safety. To inspire new interest in the program for both children and educators. To encourage educators to examine traffic safety as a priority in children's learning.
Target Audiences	 Primary: Alberta teachers/educators (parents should also be engaged) Secondary: Alberta students from kindergarten to grade three
Key Messages	 Wear your safety gear when you go skateboarding. Put on your helmet before you go inline skating. Always look for danger when crossing the street. No helmet! No bike! Make sure you always ride the school bus safely – follow the bus safety rules.

12. NEW CANADIAN DRIVERS

Situation: The immediate priority is to identify the specific groups that would benefit from information related to driver licensing, training, testing and programs in the province and develop related educational materials.

Communications Objectives	 To ensure new Canadians have the information they need to drive safely Alberta. 		
Target Audiences	Drivers new to Canada, age 14+		
Key Messages	 New drivers must meet all requirements to obtain an operator's license Alberta. 		
	 The Government of Alberta works to ensure necessary supports are available for new Canadian drivers. 		

Evaluation

This communications strategy and all communications tactics related to the established road safety priorities in the TSP receive ongoing measurement and evaluation. Numerous methods of evaluation are used, including:

- · Agency reports on campaign activity
- · Recall/awareness and impact on motivation tracking
- Media tracking/monitoring
- Input from traffic safety program evaluations
- Online surveys
- Creative assessment/focus testing for communications/marketing materials
- Web site visits
- Contest entries
- · Community mobilization efforts/success
- Collision data
- Input from stakeholders (ie. enforcement)

Communications and education are just two components of the overall TSP strategy. Combined with legislation, engineering, enforcement and community mobilization, the key elements all work together to help ensure long-term behaviour change and a reduction in the number of casualties resulting from traffic collisions in Alberta. Communications and education will be included in the overall evaluation of the TSP.

Appendix 1 - Traffic Safety Communications Resources

There are a number of valuable resources related to traffic safety in Alberta that guide traffic safety communications work carried out by the Government of Alberta, led by the OTS, and the following key contributors:

- The Alberta TSP Subject Matter Expert group on Communications, with representation from Alberta government ministries and traffic safety stakeholders.
- Community Mobilization Regional Traffic Safety Coordinators.
- Other key TSP partners including the Office of Traffic Safety (OTS) committees on topics such as enforcement, engineering, research, industries and communities.
- Communications staff within Alberta Transportation, with support from outside resources including an advertising agency selected through an open competition.

The following plans are all available for viewing on Alberta Transportation's web site at: http://www.transportation.alberta.ca/3112.htm and at www.saferoads.alberta.ca

- Alberta Traffic Safety Plan 2015
 http://www.transportation.alberta.ca/Content/docType48/Production/TSP2015.pdf
- Aboriginal Traffic Safety Strategy http://www.saferoads.com/pdf/Aboriginal-Traffic-Safety-Strategy-2010.pdf
- Annual Communications Resource Toolkit http://www.saferoads.com/pdf/Communications-Resource-Toolkit-2013.pdf
- 2013 Alberta Traffic Safety Plan Calendar
 http://www.transportation.alberta.ca/Content/docType48/Production/2013%20Alberta%20Traffic
 %20Safety%20Plan%20Calendar.pdf

Copies of the following resources are also available through the Office of Traffic Safety:

- 2010-2011 Office of Traffic Safety Communications Action Plan
- Community Mobilization Strategy

Appendix 2 - OTS Partnerships and Stakeholders

The Office of Traffic Safety works with approximately 35 traffic safety groups including injury prevention organizations, enforcement agencies, the trucking and insurance industries, impaired driving groups, school bus organizations, health representatives, special interest groups and other provincial government departments.

While each stakeholder has its own objectives related to traffic safety, together, they are working to achieve a maximum impact by targeting resources toward a sustained, all-inclusive traffic safety program.

The stakeholders are coordinated through subject matter expert committees for which leadership is provided by the Office of Traffic Safety. Under the Traffic Safety Plan, stakeholders and government work together in a coordinated, consolidated effort to achieve the objectives outlined in the plan.

The OTS works with injury prevention and enforcement agencies, the trucking and insurance industries, impaired driving groups, school bus organizations, health representatives and provincial government departments.

Generating a higher level of individual interest in traffic safety creates an opportunity for community groups to play an active role in developing and delivering local safety programs.

Appendix 3 – Communications Action Plan Template

A Communications Action Plan is developed each year based on the overall communications budget and the traffic safety plan calendar. The most recent Communications Action Plan can be found at: http://www.transportation.alberta.ca/3112.htm

2013/14 Office of Traffic Safety Communications Action Plan

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Strategy/Approach	Target	Tactics	Timing	Budget	Evaluation

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